COURSE SYLLABUS

Internal Consulting Skills for Federal HR Professionals Course

Develop consulting skills to build partnerships with management and provide effective HR solutions within the federal context.

> Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://sdfm.graduateschool.edu/courses/internal-consulting-skills-for-federal-hr-professionals



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Course Outline

Module 1: Consulting Skills Overview

- Define basic consulting terms and roles.
- Differentiate internal vs. external consulting.
- Explore three key consultant roles: expert, pair of hands, collaborator.
- Assess consulting competencies using self-evaluation tools.

Module 2: Entry, Engagement, and Clarifying

- Plan and conduct an exploratory entry meeting with clients.
- Clarify project goals, roles, and scope of work.
- Apply listening and framing techniques to understand client needs.
- Prevent common challenges like scope creep and unclear expectations.

Module 3: Finding Data, People, and Information

- Use interviews, focus groups, and surveys to collect diagnostic data.
- Evaluate data collection methods and match them to client needs.
- Develop skills in questionnaire design, data analysis, and benchmarking.
- Practice using structured templates for note-taking and documentation.

Module 4: Recommending Options and Strategies

- Design and deliver effective feedback meetings.
- Develop solution options and analyze potential implementation strategies.
- Use decision-making tools collaboratively with clients.
- Address client concerns with assertive, actionable recommendations.

Module 5: Dealing with Client Resistance

- Understand why resistance occurs and recognize its forms.

- Apply power and influence strategies without formal authority.
- Practice techniques to manage and overcome client pushback.
- Use empathetic and non-defensive communication techniques.

Module 6: Implementation

- Select appropriate intervention strategies for various change initiatives.
- Implement pilot programs to reduce risk and gain stakeholder support.
- Develop practical action plans with milestones and checkpoints.
- Support people through change and promote buy-in across the organization.

Module 7: Evaluating the Project

- Differentiate process vs. results evaluations.
- Develop an evaluation plan including baseline measures and data sources.
- Use Kirkpatrick's model to assess outcomes, reactions, learning, and behavior change.
- Present evaluation results and recommendations for future consulting cycles.

Module 8: Federal HR Consulting Skills: Summary and Close

- Review and integrate the five-phase consulting model.
- Reflect on personal growth and learning throughout the course.
- Develop an action plan for applying new consulting skills in real-world settings.